

UN COUNTRY TEAM (UNCT) GENDER EQUALITY MARKER GUIDANCE NOTE

2024



ACKNOWLEDGEMENTS

This technical guidance was first developed in 2019, by the UN System Coordination Division of UN Women, in consultation with the UN Development Coordination Office (DCO) and UNSDG Gender Equality Task Team, on behalf of the United Nations Sustainable Development Group (UNSDG).

The guidance was updated in 2023 to ensure coherence and alignment with UN Development System reform and strategic repositioning. The update was led by UN Women UN System Coordination Division in partnership with UN DCO and in consultation with the United Nations Gender Equality Network (UN GEN).

ACRONYMS

GEM	Gender Equality Marker
GTG	Gender Theme Group
JWP	Joint Work Plan
MAF	Management and Accountability Framework
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
QCPR	Quadrennial Comprehensive Policy Review
RCO	Resident Coordinator's Office
RG	Results Group
SDG	Sustainable Development Goal
UNCT	UN Country Team
UNCT-GEM	UNCT Gender Equality Marker
UNCT-SWAP	UNCT-SWAP Gender Equality Scorecard
UN DCO	UN Development Coordination Office

KEY TERMS¹

Gender equality: This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

Women's empowerment: The process of gaining access and developing women's capacities with a view to participating actively in shaping one's own life and that of one's community in economic, social and political terms.

Gender mainstreaming: Mainstreaming a gender perspective is the "process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality."² Gender mainstreaming should both "integrate" attention to gender equality in routine processes and procedures and employ "targeted interventions" to address specific constraints and challenges faced by women or men and girls or boys. This is referred to as the 'twin-track' approach.



Gender equality indicators: Gender equality indicators are measures of performance in relation to the achievement of gender equality results. To develop indicators, sex- and age-disaggregated data and other quantitative and qualitative information must be collected and analysed. Indicators can be used to assess:

- Concrete changes and gender equality results in the development context in terms of more equal gender relations, removal of specific gender-based challenges and constraints, and the creation of an enabling environment for gender equality and women's rights and empowerment; and/or
- Changes and results in terms of whether both women and men can participate in, influence and benefit from development interventions on an equal basis.

2 Source: ECOSOC Agreed Conclusions 1997/2.

¹ The UN Women Handbook on Gender Mainstreaming for Gender Equality Results (2022) provides an extensive introduction to relevant key terms, principles and approaches underlaying gender mainstreaming useful for application of the UNCT-GEM https://www.unwomen.org/en/digital-library/publications/2022/02/ handbook-on-gender-mainstreaming-for-gender-equality-results.

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1. INTRODUCTION

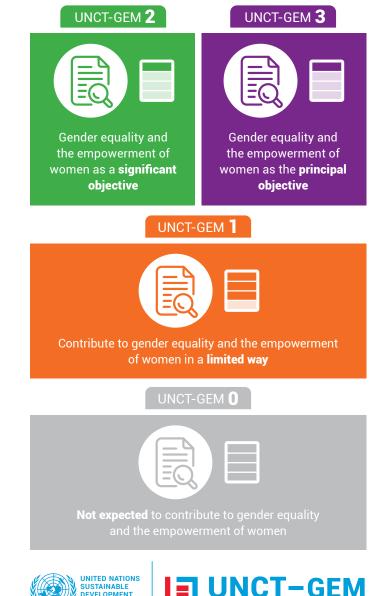
The purpose of the UNCT Gender Equality Marker (UNCT-GEM) is to track how UN Country Teams (UNCTs) are allocating resources towards gender equality and the empowerment of women.3 This system-wide tool helps UNCTs identify where investments in gender equality are concentrated, under which Cooperation Framework Outcomes and Sustainable Development Goals (SDGs), and where there are gaps.

In 2018, the UN Development Coordination Office (DCO) piloted the digital inter-agency planning, monitoring, and reporting platform, UN INFO. The platform digitizes the UNCT Cooperation Framework or equivalent, Joint Work Plan (JWP), coordination surveys, and Common Business strategies to track the UNCT's contribution to Agenda 2030 and the SDGs. UN INFO is mandatory for all UNCTs embarking on a Cooperation Framework.

During the roll-out of UN INFO, the UNCT-GEM was introduced as a mandatory field in the JWP, where it is applied at the sub-output level.⁴ Sub-outputs are entity-specific contributions to Cooperation Framework outputs.

This revised Guidance Note supersedes the June 2019 version and provides UNCTs with additional clarity regarding coding definitions, implementation, and quality assurance, including reflecting the new Cooperation Framework and related guidance⁵; the new Management and Accountability Framework (MAF) (2021); updates in UN INFO, and the 2020 QCPR provisions and monitoring requirements; alignment with the updated UN Gender Theme Groups Standards and Procedures (2021) and UNCT-SWAP Gender Equality Scorecard Technical Guidance (2023).

This Guidance Note is for UN colleagues at country level directly engaged in the development of the JWP and those involved in periodic monitoring and reporting of JWP results. The UNCT-GEM uses a four-point coding scale, from 0 to 3, to indicate the planned contribution of the sub-output to gender equality:



3 Throughout this guidance, any reference to women also includes girls or girl children. Women, girls, and girl children are not homogeneous groups with single aims and needs. Efforts to advance gender equality and women's empowerment should consider their intersecting identities in terms of age, (dis)ability, socio-economic status, ethnicity, migrant status, and other characteristics.

SUSTAINABLE DEVELOPMENT GROUP

In follow-up to the adoption of Sustainable Development Goals, the UN General Assembly (UNGA) and the UN Economic and Social Commission (ECOSOC) have 4 called for the need to accelerate efforts on gender mainstreaming and gender equality, including to improve reporting and resource tracking related to gender equality. In acknowledgment of this, the UN system introduced the UNCT-GEM to track progress of UN Country Teams in UN INFO.

⁵ For example, since 2019 the terminology of 'Key Activities' in the Joint Work Plan was replaced with 'sub-outputs', and UN DCO guidance on how 'sub-outputs' are defined has been updated. See: UN Development Coordination Office (DCO). Cooperation Framework Joint Work Plan Technical Tip Sheet. Final Version -December 2021 https://help.uninfo.org/un-info/results-framework/resources#policy-update-technical-tip-sheet-on-joint-work-plans-and-funding-frameworks

Box 1. What is new?

- Description of the financial threshold for UNCT resource allocations to gender equality, which sets a target for UNCTs of 70 per cent of UNCT Annual Funding Framework available resources to be allocated to sub-outputs in the Joint Work Plan with gender equality as a principal (UNCT-GEM 3) or significant (UNCT-GEM 2) objective.
- 2 Greater clarity on roles and responsibilities of UN entities, the Resident Coordinator's Office, Results Groups, and Gender Theme Group (GTG) in the context of the UNCT-GEM.
- Strengthened focus on capacity building trainings on the UNCT-GEM for relevant staff prior to Joint Work Plan development, in line with minimum requirements for UNCT-SWAP Performance Indicator 6.1.
- Expanded guidance on UNCT-GEM coding criteria to support accurate and consistent coding practices.

Guidance on the gender marker narrative for sub-outputs coded UNCT-GEM 1,2 and 3.

5

- **6** Good practice examples of UNCT-GEM coding and gender marker narratives.
 - Positioning the gender marker narrative as a critical tool for quality assurance that provides an essential means of understanding why a particular UNCT-GEM code has been applied and helps the UNCT to avoid common coding errors such as overcoding.
 - Greater clarity on the role of the GTG in supporting quality assurance of coding, in line with UNSDG Gender Theme Groups Standards and Procedures (2021).
- Guidance on reporting UNCT investments in gender equality, including use of automated reports in UN INFO and use of UNCT-GEM analysis to promote UNCT action on gender equality and women's empowerment.

Daniela Pruteanu, a "child of the sun" who owns a greenhouse with flowers and a gift shop.

Credit: UN Women



2. UNCT FINANCIAL TARGET LINKED TO THE UNCT-GEM

In 2021, the UN system established a financial threshold for UNCT resource allocations to gender equality which is reported on an annual basis in the UN Secretary General's Report on gender mainstreaming and the QCPR.⁶

This global financial threshold sets a target for UNCTs of 70 per cent of UNCT Annual Funding Framework available

resources to be allocated to sub-outputs in the JWP with gender equality as a principal (UNCT-GEM 3) or significant (UNCT-GEM 2) objective.

This financial threshold also provides the basis for updated criteria and guidance on Performance Indicator 6.1 in the 2024 UNCT-SWAP Technical Guidance.



⁶ The financial threshold of 70 per cent is derived from the Quadrennial Comprehensive Policy Review (QCPR) indicator 1.4.18 as described in the QCPR Monitoring Framework 2021 – 2024.

3. WHERE IS THE UNCT-GEM APPLIED

A Cooperation Framework is operationalized through the UNCT JWP. The JWP covers the entire footprint of UN development contributions under the Cooperation Framework, regardless of whether they are delivered jointly or individually by entities, including the contributions of UN entities not physically present in country.

Under the leadership of the UN Resident Coordinator, the JWP is developed by the inter-agency groups established under the Cooperation Framework management arrangements. Typically, these are the Results Groups (RGs), but should involve additional inter-agency groups and others as necessary.⁷ Different programmatic areas of the JWP are then distributed/ allocated across the corresponding RGs. Results Groups are expected to implement, maintain, and update the JWP in their respective programmatic area. According to UNSDG guidance, a RG is chaired or co-chaired by UN Heads of Agencies.⁸

The JWP includes three markers as standard, the UNCT Gender Equality Marker (UNCT-GEM), the Human Rights Marker, and the Sustaining Peace Marker. **The UNCT-GEM is a mandatory marker and must be applied to every sub-output in the JWP**.

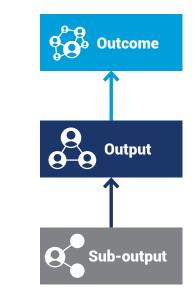
Sub-outputs are entity-specific contributions to Cooperation Framework outputs. The Cooperation Framework Joint Work Plan Technical Tip Sheet (2021) outlines that sub-outputs should be a results level that (1) UN entities already use in their own results management system; and (2) provide sufficiently disaggregated information to enable inter-agency coordination. It is recommended that sub-outputs are higher than activity/input level (e.g., events such as trainings/workshops or inputs such as consultancies), and lower than a large programme (e.g., "Provision of health services in rural areas"), for example: "Technical support to Ministry of Health on preparation of reproductive health policy."9 UN entities should take into account the importance of visibility for expected gender equality results in the JWP, balancing this consideration with reporting requirements for multiple sub-outputs.

The UNCT-GEM uses a four-point coding scale, from 0 to 3, to indicate the planned contribution of the sub-output to gender equality and the empowerment of women.

UNCT-GEM 0	
UNCT-GEM 1	
UNCT-GEM 2	
UNCT-GEM 3	

For the UNCT-GEM, the JWP on UN INFO includes a 'Gender Marker Narrative' comment box which enables UN entities to briefly explain the sub-output's planned contribution to gender equality and women's empowerment in line with the UNCT-GEM code selected (Figure 1). Providing a gender marker narrative (or justification) is strongly recommended for all sub-outputs coded UNCT-GEM 1,2 or 3. Section 6 of this Guidance Note provides good practice examples of sub-outputs with UNCT-GEM codes and corresponding gender marker narratives.

During JWP development, the UNCT-GEM should be applied to sub-outputs before the JWP is finalized and endorsed by the UNCT. This allows for discussion of the UNCT-GEM codes between UN entities, the RCO, Results Groups (RGs), and the UN Gender Theme Group in support of quality assurance (see Section 7).



7 UN Development Coordination Office (DCO). Cooperation Framework Joint Work Plan Technical Tip Sheet. Final Version – December 2021.

- 8 United Nations Sustainable Development Group (UNSDG). United Nations Sustainable Development Cooperation Framework Guidance. June 2019. New York. Paragraph 83, page 25.
- 9 UN Development Coordination Office (DCO). Cooperation Framework Joint Work Plan Technical Tip Sheet. Final Version December 2021.

Figure 1. The UNCT-GEM as it appears in the sub-output section of a UNCT workspace in UN INFO

SOU 1.1.1.1	Name*	prehensive social protection reforms (Exte	ncion to workers in the informal econ
500 1.1.1.1	1.1.1.1 - Support com	stenensive social protection reforms (Exte	insion to workers in the informat econ
Description			
Strengthen the social protection system at policy,	programmatic, and governa	nce level. Support is provided to operation	alize a National Social Protection
Strategy and enhance state and non-state actors'	capacities on social protect	ion reforms.	1
Start Date *		End Date *	
01/01/2021		02/28/2024	
STANDARD TAGS	PARTNERSHIPS	MARKERS	OTHERS
lumanitarian Marker		Sustaining Peace Marker	
umanitarian warker		Sustaining Peace Marker	
Humanitarian Marker	(\bullet)	1 - Contributes to sustaining peace e	mpowerment in a limited way
Humanitarian Marker Narrative		Sustaining Peace Marker Narrative	
ender Marker		Human Rights Marker	
Gender Marker		- Human Rights Marker	
2 - Gender equality/ women's empowerment is a s objective	ignificant 🔹	2 - Significant contribution to realizat	ion of human rights
		Human Rights Marker Narrative	

4. WHO DOES WHAT

The UN Resident Coordinator as the highest UN official in-country and Heads of Agencies, who engage directly with sectoral ministries and their gender equality architecture, have a critical role in exhibiting the political will and commitment to ensure gender equality is integrated into the JWP,¹⁰ and that the UNCT-GEM is applied according to the standards and practices outlined in this Guidance Note.

The different roles and responsibilities of UN staff who engage with the UNCT-GEM are set out below:

UN entities within UNCTs

In the first instance, UN entities are responsible for:

- ✓ Applying the UNCT-GEM to each of the entity's sub-outputs in the JWP, referencing UNCT-GEM coding criteria to determine the appropriate code. As the coding must reflect the sub-output's overall intentions, responsibility for applying the UNCT-GEM code usually resides with programme staff who have a good understanding of the initiative and can refer to their programme document to determine the sub-output's planned contribution to gender equality and women's empowerment. Staff may find it helpful to consult colleagues in their organization who have knowledge of gender mainstreaming.
- Ensuring all sub-outputs have a UNCT-GEM code assigned. A sub-output without a code does not equate to UNCT-GEM 0. Where the UNCT-GEM has not been applied to a sub-output, the entity will be asked to provide a code during the quality assurance process (see Section 7).
- Ensuring that where a UNCT-GEM 1, 2, or 3 is applied to a sub-output, a justification for the code (based on the criteria presented in Section 5 of this Guidance Note) has been provided in UN INFO. The gender marker narrative is strongly recommended to briefly clarifying the planned contribution to gender equality and women's empowerment and confirming that contributions will

be tracked by the UN entity during implementation. For example, through inclusion of gender-specific and/or sex-, age- and disability-disaggregated indicators in the project's/programme's M&E framework. See good practice examples provided in Table 2. UN entities may receive requests for clarification or further detail about the UNCT-GEM code selected as part of the quality assurance process which is overseen and coordinated by the GTG. Section 7 provides more detail regarding UNCT-GEM quality assurance.

Resident Coordinator's Office (RCO)

The vital coordination and support function of the RCO includes:

- Working with RGs, the GTG, the interagency Monitoring, Evaluation and Learning (MEL) Group (or equivalent) and UNCTs to ensure attention to gender mainstreaming throughout JWP development, referencing UNCT-SWAP performance indicators that are relevant to the broader JWP results chain including:
 - Gender equality and the empowerment of women is mainstreamed across all Cooperation Framework outcomes or one Cooperation Framework outcome specifically targets gender equality in line with the Cooperation Framework Theory of Change (UNCT-SWAP Performance Indicator 1.2).
 - Ensuring at a minimum between one-third and one-half (33 – 50 per cent) of Cooperation Framework outcome (and output) indicators measure changes in gender equality and women's empowerment. (UNCT-SWAP Performance Indicator 1.3)
 - The UNCT has met the common global financial target of 70 per cent of UNCT Annual Funding Framework available resources to be allocated to sub-outputs in the JWP with gender equality as a principal (UNCT-GEM 3) or significant (UNCT-GEM 2) objective (UNCT-SWAP Performance Indicator 6.1).

10 In line with minimum standards established by the UNSDG in the UNCT System-wide Action Plan (SWAP) Gender Equality Scorecard.

- Liaising with the GTG to ensure programme staff and interagency groups involved in JWP development have received training on the UNCT-GEM prior to sub-outputs being developed. This is often delivered as part of a broader training on JWP development organized by the RCO for UN colleagues at country level.¹¹ Practical exercises showing how to code sub-outputs using the UNCT-GEM is often cited as the most helpful capacity building support for staff, particularly where exercises are based on the draft JWP. UNCT-SWAP standards require that the UNCT must carry out at least one capacity building event on the UNCT-GEM in its current Cooperation Framework cycle to ensure accuracy of coding.¹² Training on the UNCT-GEM is typically coordinated through the GTG in partnership with RG Chairs and the RCO, drawing on technical support from UN Women.
- Liaising with RG Chairs to ensure any sub-outputs in the draft JWP without a UNCT-GEM code assigned are returned to the UN entity for completion, prior to engaging the GTG for quality assurance of coding.
- Liaising with RG Chairs to ensure sub-outputs coded UNCT-GEM 1, 2 or 3 have provided an accompanying gender marker narrative, and if not are returned to the UN entity for completion, prior to engaging the GTG for quality assurance of coding.
- Coordinating with the GTG to ensure the UNCT-GEM is applied to every sub-output in the JWP as required, with gender marker narratives provided (keeping RG Chairs informed of any trends identified during quality assurance) prior to UNCT endorsement and publication on UN INFO.

During periodic/annual reviews of the JWP, the RCO also provides important support to the GTG and RGs in downloading UNCT-GEM data from UN INFO to track and report on UNCT investments in gender equality. Through the digitized JWP in UN INFO, the RCO is responsible for ensuring the UNCT has provided the necessary UNCT-GEM data to enable annual reporting on QCPR indicator 1.4.18.

Results Group (RG) Chairs

Liaising with the Resident Coordinator's Office (RCO) and UN Gender Theme Group (GTG), RG Chairs are responsible for:

- Ensuring RG members attend capacity building workshops/trainings on the UNCT-GEM.
- Promoting the application of the UNCT-GEM as a mandatory field in the JWP and the gender marker narrative among RG members.
- Confirming all sub-outputs within the relevant outcome results area have JWP markers applied, including the mandatory UNCT-GEM.
- Checking as good practice, that all sub-outputs assigned UNCT-GEM 1, 2 or 3 have provided a gender marker narrative to justify the code selected.
- Working with the GTG and RCO to ensure the UNCT-GEM is applied consistently and accurately to ensure overall reliability of UNCT-GEM data in UN INFO.

UN Gender Theme Group (GTG)

A key function of the GTG in Cooperation Framework implementation is to advise and support Results Groups to ensure the application of appropriate UNCT Gender Equality Marker codes to JWP sub-outputs, and support quality assurance of coding.¹³ Working in close cooperation with RGs and the RCO, the GTG can fulfil this function by:

- Ensuring support to application of the UNCT-GEM and quality assurance of coding is part of the GTG annual work plan.
- Coordinating and supporting UNCT-GEM trainings for UN staff prior to JWP development in collaboration with the RCO and RGs, ensuring the GTG role in quality assurance is highlighted. UNCTs that conduct UNCT-GEM trainings prior to JWP development are more likely to apply UNCT-GEM codes accurately and systematically.¹⁴

¹¹ In the Arab States region, UN Women, DCO and OHCHR Regional Offices, the Peacebuilding Support Office (PBSO), and RCO Peace & Development Advisors in Jordan and Lebanon, have designed and implemented a comprehensive training package on JWP development covering the UNCT-GEM, Human Rights Marker, and Sustaining Peace Marker. The training can be adapted and tailored to any UNCT context. These materials can be accessed via the UN INFO Help Center. See Section 10 'Further Resources' for relevant links.

¹² As set out in the criteria for UNCT-SWAP Performance Indicator 6.1.

¹³ UN Sustainable Development Group (UNSDG). Gender Theme Groups Standards and Procedures. 2023.

¹⁴ Based on analysis of Joint Work Plans from the Arab States region in UN INFO, conducted by UN Women in August 2023.

- Reviewing and undertaking quality assurance of UNCT-GEM codes and accompanying gender marker narratives, checking for mis-coding or overcoding.¹⁵ During this process, a common approach is for the GTG to divide JWP sub-outputs equitably amongst GTG members, ensuring no-one reviews sub-outputs from their own entity.
- Keeping the RCO and RG Chairs informed during the quality assurance process, collaborating where needed to address any quality assurance issues identified.
- Reverting to the implementing UN entity to provide further information and clarification on the sub-output's planned contribution to gender equality and women's

empowerment where (i) potential mis-coding or overcoding has been identified; or (ii) where the gender marker narrative is too brief/unclear to validate the UNCT-GEM code selected.

- Seeking technical support and guidance from the UNCT-GEM Helpdesk may be helpful in instances where the JWP has a large number of sub-outputs and/or where the GTG has too few members to feasibly review all sub-outputs.
- Promoting adherence to minimum gender mainstreaming standards as set out in UNCT-SWAP Performance Indicators 1.2, 1.3 and 6.1 – all of which are relevant to the JWP.

Mama Nalepo in her shop in the local market of Mamura village in Arusha, Tanzania.

Credit: UN Women/ Deepika Nath



¹⁵ Overcoding is when sub-outputs are coded at a higher level than they should be. Mis-coding is when sub-outputs have been assigned an incorrect code based on the gender marker narrative (justification) provided.

5. UNCT-GEM CODING CRITERIA

In the JWP, the UNCT-GEM uses a 4-point coding scale, from 0 to 3, to reflect a sub-output's planned contribution to gender equality and women's empowerment. When applying to the UNCT-GEM, UN entities should reference the coding criteria set out in Table 1. Good practice examples of UNCT-GEM coding can be found in Table 2 (see Section 6 below).

Table 1 UNCT-GEM	coding definitions an	d criteria for sub-outp	outs in the UNCT Joint Work Plan
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A. CODE	B. DEFINITION	C. CRITERIA
UNCT-GEM 3	Gender equality and women's empowerment is the principal objective	Gender equality objectives are the <u>primary</u> intended results of the sub-output. Addressing the root causes of gender inequalities (for example, by transforming harmful gender norms and practices and/or contributing to the equal distribution of power, resources, or opportunities between women and men in all their diversity), and strengthening the empowerment of women are the <u>main reasons</u> the initiative is being undertaken.
		Gender equality considerations are integrated or 'mainstreamed' into the sub-output's design (e.g., through meaningful and robust gender analysis and a theory of change which articulates how progress in gender equality will come about as a result of the sub-output), implementation (e.g., through selection of implementing partners and the populations/communities they are tasked to assist), and M&E framework (e.g., through inclusion of gender equality indicators that capture gender equality results, ensuring evaluation methodologies evaluate changes in gender equality and women's empowerment).
		Use/completion of the gender marker narrative is strongly recommended to (i) demonstrate that gender equality and women's empowerment is the principal objective, and (ii) confirm that the sub-output's related M&E framework(s) include quantitative or qualitative indicators that can measure gender equality results. If the sub-output's related M&E framework(s) does not include these types of gender equality indicators, UNCT-GEM 0 applies because the UN entity has no means of reporting on the sub-output's contribution to gender equality. If the sub-outputs links to a specific JWP output indicator this can also be highlighted in the gender marker narrative.

A. CODE	B. DEFINITION	C. CRITERIA
UNCT-GEM 2	Significant contribution to gender equality and women's empowerment	<u>Though not the principal objective</u> , the sub-output intends to make a significant contribution to gender equality and women's empowerment. This means gender equality considerations are integrated or 'mainstreamed' into the sub-output's design (e.g., through meaningful and robust gender analysis and a theory of change which articulates how progress in gender equality will come about as a result of the sub-output), implementation (e.g., through selection of implementing partners and the populations/communities they are tasked to assist), and M&E framework (e.g., through inclusion of gender equality indicators that capture gender equality results, ensuring evaluation methodologies evaluate changes in gender equality and women's empowerment). Use/completion of gender marker narrative is strongly recommended to (i) demonstrate how gender equality and women's empowerment has been mainstreamed into the sub-output, and (ii) confirm that the sub-output's related M&E framework(s) include quantitative or qualitative indicators that can measure gender equality results. If the sub-output's related M&E framework(s) does not include these types of gender equality indicators, UNCT-GEM 0 applies because the UN entity has no means of reporting on the sub-output's contribution to gender equality. If the sub-output links to a specific JWP output indicator this can also be highlighted in the gender marker narrative. Representation and inclusion of women is not evidence of gender mainstreaming. There must be some evidence that the sub-output seeks to contribute to the goal of gender equality by addressing some of the root causes of gender inequalities and strengthening the empowerment of women within policy or programmatic responses for UNCT-GEM 2 to apply.
UNCT-GEM 1	Limited contribution to gender equality and women's empowerment	There is limited and inconsistent consideration of gender equality and women's empowerment. However, there are still some planned actions targeting women in light of persisting gender inequalities that put them at a disadvantage. For example, there may be a gender analysis or some collection of sex-disaggregated data (but no or limited planned gender equality results). In other words, the sub-output's contribution to gender equality is minor compared to its overall outcomes. Use/completion of the gender marker narrative is strongly recommended to (i) clarify the planned actions and how these make a limited contribution to gender equality and women's empowerment, and (ii) confirm that the sub-output's related M&E framework(s) enables these contributions to be tracked and reported through the inclusion of indicators that capture gender data - for example, indicators disaggregated by sex. If the sub-output's related M&E framework(s) does not include these types of gender equality indicators, UNCT-GEM 0 applies because the UN entity has no means of reporting on the sub-output's contribution (albeit limited) to gender equality.
UNCT-GEM 0	Not expected to contribute to gender equality and women's empowerment	No consideration of gender mainstreaming has been made and no gender analysis has been carried out. There are no expected results relating to gender equality and women's empowerment and/or results cannot be measured. Ensuring the Do No Harm principle is in place remains an important consideration, even for sub-outputs where a UNCT-GEM 0 applies.

Box 2. Gender mainstreaming – Why a UNCT-GEM 3 code is not "better" than a UNCT-GEM 2 code

Gender mainstreaming involves both fully integrated and targeted actions for achieving gender equality results. This is known as the **'twin-track'** approach. The twin-track approach for gender mainstreaming is the UN system's official strategy for achieving transformative change and is also the strategy adopted in the SDGs.

For the purposes of achieving gender equality results under Cooperation Framework Outcomes, both UNCT-GEM 3 and UNCT-GEM 2 have equal merit as they reflect the twin-track approach to gender mainstreaming at sub-output level, which includes both targeted and integrated strategies for achieving gender equality.

Considerations when coding

Expect a dialogue process: When undertaking initial UNCT-GEM coding, programme and project managers may find it helpful to consult programme documents and/or colleagues from within their organization that are knowledgeable about gender mainstreaming. This can prompt discussion on gender mainstreaming within a programme or project, potentially leading to adjustments within the design, implementation and/or M&E framework so that a higher UNCT-GEM code can be applied.

Refer to specific criteria for each code: Levels of overcoding and mis-coding are higher where UN entities only reference UNCT-GEM coding definitions (column B in Table 1. above) and not the specific coding criteria (column C in Table 1. above). Always use UNCT-GEM definitions and criteria (per Table 1) for coding sub-outputs in the JWP. The UNCT-GEM is aligned with the UN Data Standard for the UN Gender Equality Marker.¹⁶

A UNCT-GEM 3 code is not by definition better than a UNCT-GEM 2 code: See Box 2 above. **Don't conflate gender mainstreaming with equal participation, representation, or gender parity:** See Box 3 below. Take care to distinguish the difference between the concepts when selecting a UNCT-GEM code. Refer to the programme document for clarity if needed.

Provide a gender marker narrative to justify the code selected: Sub-output descriptions are very brief and don't always make the planned contribution to gender equality and women's empowerment explicit. The gender marker narrative provides an opportunity for UN entities to do so. Gender marker narratives are strongly recommended for sub-outputs coded UNCT-GEM 1, 2, or 3.

If it can't be measured, it doesn't count: UN entities that apply a UNCT-GEM 1, 2 or 3 must include a sentence in the gender marker narrative confirming that the activity's M&E framework includes indicators to capture the planned contribution to gender equality and women's empowerment. These indicators can refer to quantitative indicators based on sex-disaggregated data or indicators that capture qualitative changes related to gender equality and/or women's empowerment – for example, increases in women's or girls' empowerment or in attitude changes about gender equality.

16 UN Sustainable Development Group. 2022. Data Standards for United Nations System-Wide Reporting of Financial Data. Pages 46-48. https://unsdg.un.org/ resources/data-standards-united-nations-system-wide-reporting-financial-data

Box 3. Gender mainstreaming is more than equal participation, representation, and gender parity (or how to avoid the most common coding error)

Effective gender mainstreaming requires identifying and confronting issues of power, rights, resources, and justice, addressing the root causes of both differences between women and men and inequality.

For a UNCT-GEM 2 or UNCT-GEM 3 code to apply, the coding criteria states a gender equality perspective must be included – or 'mainstreamed' throughout the sub-output's design, implementation, and results framework. For a UNCT-GEM 3 to apply, gender equality and women's empowerment must also be the primary objective. Including an introductory paragraph in a programme document stating that a gender equality perspective will be integrated or simply mentioning "women and men" without demonstrating that their different situations have been considered is not sufficient to justify a UNCT-GEM 2 code. Inclusion, participation, representation, and parity does not automatically lead to qualitative change towards gender equality in private or public life, a specific policy, programme, or activity.

Ensuring the full, equal, and meaningful participation or representation of women in decision-making or in different activities is a necessary first step and can be an objective on its own. This would support the application of a UNCT-GEM 1 code, for example. Actions in which women benefit just because they constitute half or more of the total affected population would also align with a UNCT-GEM 1 code. The presence of women or girls, even in significant numbers, does not mean that UNCT-GEM 2 or UNCT-GEM 3 automatically applies and that the sub-output is gender mainstreamed, or that the root causes of gender inequality are being addressed or women's empowerment is strengthened. "Women", "men", "girls", and "boys" are also not homogeneous groups with single aims and needs: it is necessary to take into account their intersecting identities in terms of age, (dis)ability, socio-economic status, ethnicity, migrant status, sexual orientation, and other characteristics.



Clarisse Nalula teaches children in a classroom newly constructed with UNICEF support at Tshikungula Primary School. Congo, Oct 14, 2021

Credit: UNICEF/Gwenn Dubourthoumieu

6. UNCT-GEM GENDER MARKER NARRATIVE

In 2022, an additional field was added to the JWP in UN INFO to enable UN entities to provide a brief justification for the marker codes selected. For the UNCT-GEM, a 'Gender Marker Narrative' was added.

Figure 2. UNCT-GEM and Gender Marker Narrative fields as they appear in the sub-output section of a UNCT workspace in UN INFO (fields shown as unfilled)

Gender Marker	
Gender Marker	\odot
Gender Marker Narrative	

The gender marker narrative helps the GTG and external reviewers of the JWP to understand why a particular code has been applied. This is important where the sub-output description does not clearly reference planned contributions to gender equality and women's empowerment. As part of its quality assurance function, the GTG reviews gender marker narratives to ensure UN entities have justified the code selected (see Section 7).

It is highly recommended for sub-outputs coded UNCT-GEM 1, 2 or 3 to provide a justification by completing the gender marker narrative field.

How much detail should the gender marker narrative contain?

Gender marker narratives should be brief (couple of sentences) and clearly reference the coding criteria (as outlined in Section 5 above). Based on existing JWPs in UN INFO, illustrative examples of gender marker narratives are shown in Table 2 below.

Table 2. Good practice examples of UNCT-GEM coding and gender marker narratives

Sub-output description	UNCT-GEM code	Gender Marker Narrative
Increase men's involvement in the care taking of their children and to engage fathers in the combatting of gender stereotypes and the reduction of gender-based violence.	3 - Gender equality and women's empowerment is the principal objective	Primary focus is on transforming gender norms. The activity's M&E framework includes quantitative indicators based on sex-disaggregated data (men's participation) as well as gender equality indicators that capture qualitative changes. (e.g., attitude changes about gender equality).
Advance the participation of women with disability in the formal economy, ensuring women with disabilities have equitable access to services, goods, skills, employment, and resources.	3 - Gender equality and women's empowerment is the principal objective	Empowerment of women with disabilities is the principal objective. Areas of support include: gap analysis of policy and practice regarding the employment of women with disabilities and capacity building of employment and training centers to design, implement, and monitor active employment programmes for women with disabilities. Gender equality results will be captured through the programme's M&E framework.
Support the National Statistical Office and other relevant stakeholders to increase the quality, comparability, and regularity of gender statistics and to address national data gaps and meet reporting commitments, including under the SDGs and CEDAW.	3 - Gender equality and women's empowerment is the principal objective	The sub-output's focus on gender statistics is designed to identify existing gender inequalities and their underlying root causes so that policies and strategies can be developed to address these, and to advance gender equality and women's empowerment based on a more thorough understanding of the situation of women and girls in the country. Gender equality results will be captured through this programme's M&E framework.

A. CODE	B. DEFINITION	C. CRITERIA
Strengthen the social protection system at policy, programmatic, and governance level. Support is provided to operationalize a National Social Protection Strategy and enhance state and non-state actors' capacities on social protection reforms.	2 – Significant contribution to gender equality and women's empowerment	Gender equality considerations are integrated into the theory of change, implementation strategies, and results framework with women's empowerment approach as a cross-cutting priority. It will take extra care to reduce known risks associated with social protection interventions supporting women's empowerment. The results framework includes sex-disaggregated indicators as well as qualitative indicators that will measure increases in women's empowerment.
Support increased supply of qualified and well-trained teachers and enhanced, equal access for women and men to affordable and quality technical, vocational, and tertiary education.	2 – Significant contribution to gender equality and women's empowerment	Gender analysis has informed programme design and implementation, with specific strategies incorporated to address barriers (such as gender norms) that hinder women's access to and uptake of higher education opportunities, particularly in areas such as STEM education and vocational training. The programme's M&E framework includes indicators to capture these contributions to gender equality and women's empowerment.
Provide technical support on inclusive and integrated management approaches linking biodiversity conservation and sustainable socio-economic development.	1 – Limited contribution to gender equality and women's empowerment	There are planned actions targeting women. For example, activities aimed at capturing female perspectives in biodiversity conservation by ensuring women's representation and participation. However, gender equality perspectives and concerns are not significantly mainstreamed through all activities, so UNCT-GEM 1 applies. Female participation is captured through sex-disaggregated indicators in the results framework.
Enhance productivity and income of small-scale farmers, focusing on youth employment, and the development of inclusive value chains. It adopts an integrated approach focusing on boosting agricultural productivity, the promotion of decent rural employment and inclusive economic growth that benefits farming communities.	1 – Limited contribution to gender equality and women's empowerment	Inclusion of women will be considered in this activity and gender-disaggregated data will be collected as part of the M&E plan. Several activities aim for equal participation of young men and women. However, the sub-output does not seek to address root causes of gender inequality in agricultural supply chains. E.g., women's unequal access to land and property, barriers to financial services, etc.

7. QUALITY ASSURANCE

Quality assurance is critical to ensure the accuracy of UNCT-GEM coding in the JWP and the reliability of data generated in UN INFO on UNCT investments in gender equality (see Section 9).

In line with UNSDG Gender Theme Groups Standards and Procedures (2023), the GTG leads on conducting a systematic check of UNCT-GEM codes and gender narratives in the JWP. Drawing on gender expertise within the GTG helps the UNCT to avoid overcoding or mis-coding.¹⁷

- **Overcoding** is when sub-outputs are coded at a higher level than they should be, in part due to a lack of understanding about gender equality concepts.
- Mis-coding is when sub-outputs in the JWP have been assigned an incorrect code based on gender marker narrative (justification) provided. In certain cases sub-outputs may have been coded automatically in an identical manner ('same coding' 'copy paste') without proper reference to UNCT-GEM coding definitions.

During JWP development, quality assurance of the UNCT-GEM typically takes the form of a dialogue rather than a 'grading' process. Prior to the GTG commencing quality assurance of coding, RG Chairs should check that UN entities have applied a UNCT-GEM code to all sub-outputs, with gender marker narratives provided where required.

A common approach is for the GTG to divide JWP sub-outputs equitably amongst GTG members, ensuring no-one reviews sub-outputs from their own entity. The GTG then collates and shares its feedback to UN entities, seeking further information or clarification as needed to validate the codes selected.

During this process, the GTG should keep RG Chairs and the RCO informed of any concerns regarding UNCT-GEM coding or gender marker narratives. A final peer review by the GTG is recommended to ensure collective agreement on UNCT-GEM coding prior to the JWP being finalized and presented to the UNCT for endorsement.

Box 4. Tips for Gender Theme Group members reviewing UNCT-GEM codes in the Joint Work Plan

- Agree quality assurance process in advance with RCO and Results Group Chairs.
- Encourage dialogue and participation: UN entities and Results Groups should be prepared for clarification questions during the review process.
- Keep referring to UNCT-GEM coding definitions and criteria during quality assurance review.
- Keep in mind the following:
 - View as an opportunity for dialogue rather than a one-way 'grading' process.
 - Ask UN entities for more information and clarification if needed and be prepared to revisit codes and gender marker narratives to mitigate risks of mis-coding and overcoding.
 - → For sub-outputs coded UNCT-GEM 2 and UNCT-GEM 3 remember that representation and inclusion of women is not evidence of gender mainstreaming. There must be evidence that the sub-output seeks to address some of the root causes of gender inequalities and strengthen women's empowerment for UNCT-GEM 2 or UNCT-GEM 3 to apply. For UNCT-GEM 3 to apply, it must also be clear that gender equality and women's empowerment is the principal objective of the sub-output.
 - UN entities should use the gender marker narrative to justify the code selected for any sub-outputs coded UNCT-GEM 1,2 or 3.
 - Expect to see mix of codes (0, 1, 2, and 3) across the Joint Work Plan.
 - Additional technical support can be sought from UN Women through the global UNCT-GEM helpdesk via UNCT-GEM.helpdesk@unwomen.org.

17 The UN System Chief Executives Board for Coordination (CEB) Guidance Note on Quality Assurance of Gender Equality Markers (2018) contains useful insights and tips to improve accuracy and consistency in applying gender equality markers in an optimal manner: https://unsceb.org/sites/default/files/imported_files/ Guidance%20Note%20on%20QA%20of%20GEMs%20-%20for%20dissemination.pdf

Box 5. Good practice examples of UNCT-GEM quality assurance

At the start of the UNCT Joint Work Plan (JWP) development process, Resident Coordinator Offices (RCOs) in several UNCTs have partnered with the Gender Theme Group (GTG) to deliver comprehensive, practical training on the UNCT-GEM for relevant staff. For example, in Tanzania, this was delivered with additional support from UN Women and alongside practical training on the Human Rights Marker in collaboration with OHCHR. In the Arab States region, several RCOs have worked closely with the Regional Offices of OHCHR, UN Women and DCO, and the Peacebuilding Support Office (PBSO) to deliver trainings on the UNCT-GEM, the Human Rights Marker, and Sustaining Peace Marker in UN INFO.

Through practical coding exercises, using sub-outputs based on the Cooperation Framework or draft JWP, Results Group (RG) members applied UNCT-GEM codes 0 to 3, learning how to interpret coding definitions and guidance. Providing training on the markers (including the UNCT-GEM) enabled the participants to compare and distinguish between the criteria for each one, leading to more accurate and efficient coding in the JWP.

In Tanzania and Lebanon, trainings were followed by a robust quality assurance process for the UNCT-GEM led by the GTG with the RCO and RG Chairs being kept informed throughout. GTG members were assigned sub-outputs to review (taking care not to review UNCT-GEM codes for their entity's own sub-outputs). Quality assurance focused on a dialogue process with UN entities to ensure any adjustments to UNCT-GEM codes or gender marker narratives were made swiftly before the JWP was submitted for UNCT endorsement.

Many GTGs continue to emphasize the importance of the gender marker narrative, highlighting the risks of over-coding. For example, where the UNCT-GEM is not applied consistently and accurately, UNCT contributions to gender equality and women's empowerment may be overstated. During Cooperation Framework implementation, the UNCT may then find it difficult to demonstrate and report on associated gender equality results to the Government and other partners.

8. UPDATING UNCT-GEM CODES

The JWP is a living document that is updated regularly in UN INFO. This means UN entities can update their sub-outputs and UNCT-GEM codes during JWP implementation. When a UNCT-GEM code is updated, the gender marker narrative must also be updated. The GTG should continue to support of quality assurance of coding in line with UN Gender Theme Groups Standards and Procedures (2021).



Allegra Baiocchi, United Nations Resident Coordinator and Patricia Portela, UNICEF Representative, together with other agencies, visited women avocado producers who are also leaders and boost the economy of their communities. Puntarenas, Costa Rica, Jun 10, 2022

Credit: UN Costa Rica/ Danilo Mora

9. REPORTING UNCT INVESTMENTS IN GENDER EQUALITY

The purpose of the UNCT-GEM is to help the UNCT report on its investments in gender equality under the Cooperation Framework, and to identify trends and gaps in how the UN is allocating resources to advance gender equality and women's empowerment in the country.

Once the JWP is finalized and published on UN INFO, the GTG working with RGs and the RCO should jointly review and report on UNCT allocations to gender equality and women's empowerment including whether the UNCT has met the financial threshold of 70 per cent of UNCT Annual Funding Framework available resources to be allocated to sub-outputs with gender equality as a principal (UNCT-GEM 3) or significant (UNCT-GEM 2) objective.

Automated reports in UN INFO present the distribution of available funding per UNCT-GEM code at https://uninfo. org/data-explorer/downloads (See Figure 3). This is a useful function for UNCTs when reporting on UNCT-SWAP Performance Indicator 6.1. UNCTs can also choose to present UNCT-GEM data using dashboards. In Moldova, the UNCT has created a public dashboard using data from UN INFO showing the allocation of available resources by UNCT-GEM code and by Cooperation Framework Strategic Priority area (See Figure 4), and by agency. The tool has served to increase the understanding of UN agencies in Moldova on how they are contributing to reduce gender inequality and is being used during RG meetings, and in other forums to enable more informed discussions on UNCT investments in gender equality and women's empowerment.

Box 6. The Gender Theme Group and UNCT-GEM analysis

Typically, the Gender Theme Group (GTG) conducts analysis of UNCT-GEM data in the Joint Work Plan (JWP), enlisting the support of the RCO as needed (for example, in relation to UN INFO). The GTG should present its findings to Results Groups and the RCO for further discussion. The GTG Chair may also present key findings to the UN Resident Coordinator and Heads of Agency at a meeting of the UNCT. Good practice examples of UNCT-GEM analysis undertaken by GTGs, with technical support from UN Women and the RCO, can be found on the UN INFO Help Center (see 'Further Resources' for relevant links). The global UNCT-GEM helpdesk can provide GTGs with additional resources and guidance on UNCT-GEM analysis via UNCT-GEM.helpdesk@unwomen.org.

Figure 3. Automated report on the UNCT-GEM and distribution of funding in UN INFO

	IFO	Home	Countries	Data Explorer	Infographics	Documents	Log in
Cooperation Framework	IMS Download	s					
Select a report Funding Per Standard Marker in	n a Plan						•
2							
Funding Per Stand	lard Marker	in a Plan					
Funding Per Stand	Select UNDAF/CF	in a Plan	nt Cooperatio		Link Markers Gender Marker		
Country	Select UNDAF/CF		nt Cooperatio.				



Figure 4. Public dashboard presenting UNCT-GEM data, UNCT Moldova, 2023

Where the UNCT has not met the global financial target, UNCT-GEM analysis can be used to prompt discussion among UNCT leadership and RGs on adequacy of UNCT investments in gender equality and to set priorities for improvement. For example, priorities might involve focusing on the largest funded sub-outputs in the JWP that do not have a UNCT-GEM 2 or 3 applied and working with implementing entities to strengthen gender mainstreaming across key elements of the project or programme's design, implementation, and M&E framework. Other priorities might be to increase resource allocations to UNCT activities which have gender equality and women's empowerment as the principal objective, identifying new or existing opportunities for gender-targeted programming (including joint programming) across Cooperation Framework outcomes.

UNCT-GEM analysis can also promote discussion on gender equality and women's empowerment in Cooperation Framework results areas. For example, sectors with a high concentration of sub-outputs coded UNCT-GEM 1 or 0 indicate a lack of gender mainstreaming. This may highlight knowledge and data gaps hindering efforts of UN entities to mainstream gender into their work. A lack of available gender analysis or gender data are issues that can be addressed as part of periodic updates to the UN Common Country Analysis.

During **annual reviews of the JWP and Funding Framework**, RGs working jointly with the MEL Group, GTG and the RCO are responsible for ensuring that gender data and analysis inform annual reviews of the JWP¹⁸ and Funding Framework.¹⁹ This includes jointly assessing the adequacy of UNCT allocations to gender equality and progress towards gender equality results. Such information can inform UN Annual Results Reports (see Box 7 below) making it easier to communicate UNCT investments in gender equality with national partners and stakeholders.

18 UNSDG. United Nations Sustainable Development Cooperation Framework Internal Guidance. 3 June 2019, New York. Page 27.

19 The Funding Framework presents the overall funding needs to achieve Cooperation Framework outcomes, identifies available resources, and makes visible the remaining funding gaps. This Funding Framework is translated and operationalized annually as part of the UNCT Joint Work Plan. The annualized Funding Framework provides an accurate projection of annual financial resource requirements at sub-output level. This includes information on the total resources needed, resources available, and resources yet to be mobilized. The annual Funding Framework is developed alongside the UNCT Joint Work Plan.

Box 7. Good practice examples of analysis and reporting on UNCT investments in gender equality

In **Bahrain**, the Gender Theme Group (GTG) with UN Women technical support, developed a standardized set of questions to generate insights and identify trends from UNCT-GEM data in the Joint Work Plan. These include questions to ensure reliability of UNCT-GEM data in UN INFO and to capture information relevant to UNCT-SWAP performance indicator 1.3 and 6.1. The questionnaire tool developed by the GTG and UN Women in Bahrain can be used by any UNCT and is accessible via the UN INFO Help Center. Working with Results Groups and UN entities, the GTG used the information generated from this analysis to develop a roadmap to accelerate progress towards the global financial target for UNCT resource allocations to gender equality and women's empowerment.

In **Moldova**, the UNCT has created a public dashboard in UN INFO presenting allocation of available resources by UNCT-GEM code, by Cooperation Framework strategic priority area, and by agency (See Figure 4).

In **Cabo Verde**, the 2022 UN Annual Results Report provides a graphical representation of how the UN distributed its available resources that year, by UNCT-GEM code, across each of the Cooperation Framework Pillars. This made it easier for readers to understand how the UN is allocating resources to advance gender equality and women's empowerment in the country, and in which sectors/results areas these investments were concentrated in 2022.

Finally, UNCTs should be aware of the limitations of UNCT-GEM analysis. UNCT-GEM analysis provides indicative data on UNCT resource allocations to gender equality and women's empowerment. It does not measure the quality of intended outcomes or provide an overview of expenditure. Furthermore, not all sub-outputs in a JWP will have been designed and implemented according to results-based budgeting principles which would allow for robust reporting and aggregation of gender-related results, including financial investments for the achievement of gender equality and the empowerment of women. UNCTs should therefore be mindful that while important for understanding the broader funding landscape, UNCT-GEM data may give an inflated impression of actual UNCT investments in gender equality. In part, this is because when the UNCT-GEM is applied, the whole monetary value of that sub-output's available resources gets counted in terms of its contribution to gender equality and women's empowerment, even if only a specific portion of the programme/project budget actually furthers gender equality goals.

10. FURTHER RESOURCES

UN INFO https://uninfo.org/

UN INFO Help Center https://help.uninfo.org/un-info/

Relevant guidance on Joint Work Plan markers including the UNCT-GEM on the UN INFO Help Center: https://help.uninfo.org/un-info/results-framework/guidance-on-applying-tags-and-markers/guidance-on-applying-the-genderequality-human-rights-and-sustaining-peace-markers

UN Development Coordination Office (DCO). 2021. Cooperation Framework Joint Work Plan Technical Tip Sheet. Final Version – December 2021.

https://help.uninfo.org/un-info/results-framework/resources#policy-update-technical-tip-sheet-on-joint-work-plans-and-funding-frameworks

United Nations Indonesia. 2022. Frequently Asked Questions: UNCT Gender Equality Marker: https://indonesia.un.org/sites/default/files/2023-09/GEM_FAQ_Oct%2022.pdf And UNCT Indonesia Experience> https://indonesia.un.org/en/207712-unct-gender-equality-marker-application-and-tracking-financing-gender-equality-andwomen%E2%80%99s

UN Sustainable Development Group. 2023. UNCT-SWAP Gender Equality Scorecard. Framework & Technical Guidance 2023. https://unsdg.un.org/resources/unct-swap-gender-equality-scorecard

UN Sustainable Development Group. 2022. Data Standards for Systemwide Reporting of Financial Data. https://unsdg.un.org/resources/data-standards-united-nations-system-wide-reporting-financial-data

UN Sustainable Development Group. 2021. Gender Theme Groups Standards and Procedures. https://unsdg.un.org/resources/gender-theme-groups-standards-and-procedures

Additional technical support

A dedicated Helpdesk (UNCT-GEM.helpdesk@unwomen.org) is available to support quality assurance, answer any questions, and provide technical support and/or guidance on the UNCT-GEM. UNCTs are encouraged to reach out to the Helpdesk throughout the JWP development process and/or during annual or periodic reviews. The Helpdesk can also provide contact details for consultants with expertise in the UNCT-GEM, including trainings.

Women supervisors at garment factory ILO.
Credit: ILO





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